

**Programme for Country Partnership for SENEGAL**  
**2017 Annual Report**

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Annex 1: Overview of PCP-SEN Projects

# 1. Executive summary

This report highlights the main activities and key achievements of the Programme for Country Partnership for Senegal (PCP Senegal) for the period of January to December 2017. PCP Senegal is being implemented within the framework of the *Plan Sénégal Emergent (PSE)*, the country's national development strategy. The overall objective of the PSE is to transform Senegal into “an emerging country by 2035 with social solidarity and a state of law». The PCP is continuing to support the implementation of the industrial component of the PSE.

Over the course of 2017, UNIDO continued providing technical assistance and advisory services for the finalization of the legal, regulatory and institutional aspects pertaining to the management and administration of the Diamniadio integrated industrial park (IIP). A special purpose vehicle was established for the park's management (phase 1) and for its further expansion (phase 2). A new reform on special economic zones (SEZ) and the related investment incentive package was adopted by the government and operationalization of SEZ governance initiated. The IIPs of Diamniadio and Sandiara were granted SEZ status. Moreover, several companies are already installed at Diamniadio and about to begin their business operations in the park.

Consultations continued with development partners, including financial institutions, for funding and investment for the establishment of agro-poles. The Government of Senegal (GoS) decided that the feasibility studies for all three agro-poles – in the North, Centre and South of Senegal respectively – shall be conducted simultaneously. The government will fund the feasibility study for the establishment of the agro-pole in the South, while the African Development Bank (AfDB) has expressed strong interest in supporting the establishment of the other two agro-poles (North and Centre regions).

In the area of industrial policy, UNIDO methodology supported an analysis of the performance and competitiveness of Senegal's industrial sector, which was presented to partners during a workshop conducted by the National Agency for Statistics and Demography.

Progress in cross-cutting interventions includes the start of implementation of two Global Environment Facility (GEF) integrated approach pilots (IAPs) on food security and sustainable cities, respectively. Both initiatives are linked to PSE and PCP-SEN priority industrial projects, namely the development of agro-poles and IIPs. The food security IAP is a joint UNIDO and International Fund for Agricultural Development project aimed at supporting the resilience of agricultural value chains, while the sustainable cities IAP is a joint UNIDO and World Bank project aimed at promoting integrated planning and investment for urban sustainability.

Technical assistance and capacity-building services provided through the PCP helped to strengthen Senegal's national quality infrastructure. A new National Quality Policy was adopted by Presidential decree in 2017 and a costed Action Plan was developed and transmitted to the Ministry of Economy, Finance and Planning for formal request to donors.

Other achievements include the formulation and submission of a proposal to the Green Climate Fund on industrial symbiosis in Senegal's existing industrial parks. The proposed project complements the two UNIDO-GEF projects and the two ongoing interventions of the Climate Technology Centre and Network in Senegal. As part of the latter, resource efficient and cleaner production assessments were conducted

for selected companies over the course of 2017, guidelines developed for the establishment of eco-industrial parks, and a roadmap elaborated for the deployment of co-trigeneration technologies.

In 2018, building on the industrial policy paper for the period 2017 to 2023 of the Ministry of Industry and Mining, the *Lettre de Politique Sectorielle de Développement de l'industrie*, UNIDO will support the GoS in developing a long-term national industrial strategy and action plan. UNIDO will also support the national planning process for the next cycle of the PSE (2019-2023) to ensure full alignment with the PCP.

UNIDO will further support the operationalization of Phase 2 of Diamniadio, including the implementation of resource efficiency and environmental safeguards, and providing technical support for the implementation of SEZ-related decrees. Furthermore, UNIDO will conduct prefeasibility studies and select sites for the development of additional IIPs, and support the development of the Sandiara industrial park. Feasibility studies for the establishment of the three agro-poles are also expected to commence in 2018.

## 2. Background

Following the Lima Declaration, UNIDO developed a new programmatic service to advance inclusive and sustainable industrial development in Member States – the Programme for Country Partnership (PCP). The key features of the PCP are: (i) ownership and leadership of the host government; (ii) selected priority sectors or areas; (iii) a multi-stakeholder partnership; and (iv) the facilitation of large-scale public and private investment.

In 2014, Ethiopia and Senegal were selected as the first two countries to pilot the new approach. UNIDO conducted high-level scoping missions in late 2014 to consult with relevant stakeholders and develop the first pilot PCPs.<sup>1</sup>

A multidisciplinary technical team undertook a mission to Senegal during August and October 2014 to design the PCP. The Programme was developed in consultation with development partners, the business sector and financial institutions, under the overall leadership of the Government of Senegal (GoS). In February 2015, the GoS approved the PCP Senegal project document. The Programme officially launched in April 2015 marking the beginning of the implementation phase.

The PCP is being implemented within the framework of the *Plan Sénégal Emergent (PSE)*, the country's national development strategy. The overall objective of the PSE is to transform Senegal into “an emerging country by 2035 with social solidarity and a state of law”. The PCP is supporting the implementation of the industrial component of the PSE, with focus on several priority industrial projects aimed at spearheading the structural transformation of the economy.

PCP Senegal focuses on five main areas: (i) industrial policy development; (ii) the establishment of competitive and integrated agro-poles; (iii) the operationalization of a new generation of integrated industrial parks; (iv) the development of a regional mining hub; and (v) a reform on special economic zones and the related investment package. The Programme also integrates complementary cross-cutting interventions according to government-defined priorities thus presenting a multidimensional service package for Senegal. This includes interventions in: business sector development; investment promotion; environment and energy; trade facilitation; science, technology and innovation for industry; and South-South and triangular industrial cooperation.

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<sup>1</sup> In December 2015, Peru became the third PCP pilot country. In December 2017, UNIDO expanded the PCP to additional regions as part of the piloting phase – Cambodia for the Asia and Pacific region and Kyrgyzstan for the Europe and Central Asia region. In 2018, a new PCP pilot will be added to the Arab region to complete the piloting phase.

## 3. Key achievements

### 3.1. Partnership and resource mobilization

The first tranche of the Industrial Development Funding (IDF) agreement<sup>2</sup> was transferred to the Organization in June 2017 (USD 900,000). The release of the second tranche is underway and incorporated in the 2017 financial law under the budget of the Ministry of Industry and Mining. The next tranche is incorporated in the initial draft of the 2018 financial law and payment is expected in early 2018.

During 2017, UNIDO and the GoS continued working together to mobilize technical and financial partners for the establishment of agro-poles. Based on UNIDO's prefeasibility studies, the AfDB prepared a USD 33 million concept note to support the establishment of the northern agro-pole (GoS, AfDB and the Republic of Korea as potential donors). An official GoS request is expected to be submitted to the AfDB by end of December 2017 for an additional USD 1.6-2 million needed for the feasibility studies of the other two agro-poles. UNIDO supported the GoS in preparing the required documents (terms of reference and detailed budget) for the official AfDB request. In addition to the agro-poles, the AfDB has expressed interest in supporting the establishment of the regional mining hub.

The Islamic Development Bank (IsDB) is looking into incorporating PCP Senegal priority areas into the next cycle of its cooperation framework with the GoS (2018-2022). The IsDB has expressed interest in supporting the establishment of the agro-poles, IIPs and cluster development initiatives.

A joint UNIDO-International Labour Organization (ILO) proposal was submitted to the European Union for funding consideration. The project would focus on job creation by facilitating access to finance for micro, small and medium enterprises (MSMEs) and young entrepreneurs. Collaboration possibilities are also being discussed with the ILO for implementation of the next cooperation programme between the GoS and the Government of the Grand Duchy of Luxemburg (see PCP component on business sector development).

Under the leadership of Senegal's Ministry of Economy, Finance and Planning (MoEFP), UNIDO held several consultations with technical and financial partners in view of organizing the partner and donor roundtable and ultimately establishing the PDWG.

Collaboration was initiated with the community of Sandiara (Thiès region) for technical assistance in the development of the Sandiara industrial park (100 ha) and of Tieppe in cooperation with the Japan International Cooperation Agency (JICA) and the Japanese company Teral Inc. for the development of the nexus water-energy in high potential growth value chains.

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<sup>2</sup> Signed in 2016 between the GoS and UNIDO, the IDF confirms the GoS's contribution to UNIDO for the amount of USD 4.5 million for the period 2015 to 2018. The IDF will support the design and implementation of an industrial policy, feasibility studies for agro-poles, completion of the SEZ reform and prefeasibility studies for IIPs.

Discussions are also ongoing with JICA on UNIDO's participation in the elaboration and implementation of a development strategy for the rice sector (master plan for 2018-2027), as part of the second phase of a JICA project aimed at improving rice sector productivity in the Senegal River Valley.

The GoS has decided to capitalize on already existing coordination mechanisms of technical and financial partners, such as the Development Partners Group (G50) in Senegal, instead of the initially planned PCP partner and donor round table. The Ministry of Industry and Mining has agreed to lead the GoS delegation meeting with the G50, with the objective to present progress in implementation of the industrial component of the PSE, in particular carried out through the PCP. In addition, the meeting will serve to discuss and advocate for the establishment of a thematic subgroup on industry in which UNIDO will play a leading role. This subgroup will serve as a collaboration platform on industry-related issues. Donors and partners directly interested and involved in the implementation of the PCP would then become members of the PCP National Steering Committee.

## 3.2. Priority areas

### 3.2.1. Agro-poles

Based on the prefeasibility studies conducted by UNIDO and the interest expressed by financial institutions such as the AfDB and the World Bank, the government decided to simultaneously undertake feasibility studies for the establishment of three agro-poles across the country. The feasibility study for the agro-pole in the South will be funded by the GoS through the IDF agreement signed with UNIDO (*see section 3.1*), while funding for the feasibility study for the agro-pole in the North is under discussion with the AfDB. In this regard, the AfDB conducted an identification mission to Senegal (13-17 November 2017) to discuss with the GoS the main actors, priorities and modalities of implementation of a programme on agro-poles. This mission is subsequent to the AfDB concept note submitted in July 2017 (*see section 3.1*).

In this connection, the GoS decided to simultaneously start the establishment of all three agro-poles. The implementation of these feasibility studies will also allow to materialize the cooperation agreement between the Governments of Senegal and Malaysia towards the reinforcement of coordination capacities of PSE flagship projects and reforms. UNIDO and the Delivery Unit of the Presidency's Office in charge of coordinating and monitoring the implementation of the PSE (BOS) are finalizing the articulation with Malaysia's Big Fast results approach.

At the end of 2017, the decision reached on the location of the first agro-pole; UNIDO is awaiting for the official notification. Preparations of the TOR and the project document for the first agro-pole with the national task force are in progress.

### **Agricultural Value Chains Resilience Support Project**

The final project document for the Agricultural Value Chains Resilience Support Project (PARFA) was endorsed by the Global Environment Facility (GEF) with a budget of USD 35.7 million for the period 2017 to 2020, including co-financing from the International Fund for Agricultural Development (IFAD) and UNIDO (USD 28.5 million) and a GEF grant (USD 7.2 million).

Jointly implemented by UNIDO and IFAD, PARFA interventions are complementary to the Agricultural Value Chains Support–Extension Project (PAFA-E) and other projects of the IFAD portfolio and other technical and financial partners. As part of this project, UNIDO will support the establishment of 20 pilot production units integrating agro-processing and renewable energy around the agro-pole. GEF resources were transferred to UNIDO in March 2017 and implementation commenced in June 2017.

UNIDO activities mainly focused on the immersion in the PARFA team, the PARFA-E documentary analysis, preparations for the official launch of the project (January 2018), the elaboration of working documents (detailed programme of activities, terms of reference for the work of national executing partners (i.e. INP, ITA, OFOR, AVSF, CSE) in the areas of support for the establishment of multi-stakeholder platforms, valorization of agricultural and livestock products, promotion of the solar pumping system at 20 market garden sites, promotion of biogas, and monitoring and evaluation of the environmental impact), the organization of awareness raising workshops and field missions. The latter led to: (i) the identification of lessons learned and a set of recommendations for activities related to biogas and the solar pumping system; (ii) the identification of a target for the first pilot projects to be installed; (iii) the identification of lessons learned on biogas and market gardening components; (iv) the development of evaluation sheet guides for future applicants.

### **3.2.2. Integrated industrial parks**

Throughout 2017, UNIDO technical expertise helped to amend of the business plan for the management of the Diamniadio integrated industrial park (IIP) according to new parameters provided by the GoS and supported the finalization of decrees within the framework of the SEZ and incentive package reform. The Diamniadio IIP has been granted SEZ status and made operational through a special purpose vehicle.

In line with UNIDO recommendations, the management modality of the Diamniadio IIP is now adopted and agreements signed between three national institutions (FONSIS, APROSI and APIX<sup>3</sup>) and the Mauritius African Fund on the institutional, financial and technical arrangements for the management (Phase 1) and development (Phase 2) of the park.

Over the course of 2018, UNIDO will conduct prefeasibility studies for the planning and development of two additional IIPs.

### **3.2.3. Reform on special economic zones and the incentive package**

A new reform on special economic zones (SEZs) and the related incentive package was adopted by the GoS on 6 January 2017. UNIDO supported the Ministry for the Promotion of Investment, Partnerships and the Development of State Teleservices in reforming the legal and regulatory framework governing the organization and functioning of SEZs in Senegal. The new framework is composed of five presidential application decrees, including a decree governing the organization and functioning of a dedicated public-private joint committee.

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<sup>3</sup> Senegalese Sovereign Strategic Investment Fund (FONSIS), Industrial Sites Promotion Agency (APROSI) and Investment Promotion Agency (APIX).

UNIDO provided support for the operationalization of the governance framework of the SEZ. The latter is composed of: i) a public-private joint committee; ii) an SEZ administrator (APIX); and iii) promoters/developers. UNIDO's technical assistance focused on the drafting of specific texts such as standard models of contracts, agreements or implementing regulations, establishing an efficient organization and capacity strengthening of the SEZ Administrator and the public private joint committee to handle SEZ cases.

A workshop was held in October 2017 at the initiative of the American Chamber of Commerce in Senegal to familiarize the business sector with laws and regulations regarding SEZs and the incentive package.

Two industrial parks – Diamniadio and Sandiara – have already received SEZ status. This will be extended to additional parks, agro-poles, the mining hub and other planned large-scale infrastructure projects, such as the digital park and the tourist hub. Out of the 7 companies installed in the first 2 industrial parks with SEZ status, 6 are foreign companies: 2 are from North Africa (Morocco and Tunisia), 2 from Asia (China) and 2 from Europe (Holland and France).

### 3.3. Cross-cutting components

#### 3.3.1. Energy and environment

##### **Sustainable cities**

Jointly implemented by UNIDO and the World Bank, the GEF Sustainable Cities Integrated Approach pilot aims to improve sustainable city management practices, including climate resilience, in selected urban areas of Senegal. UNIDO is responsible for promoting the integration of renewable energy, waste management and sustainable industries in the Greater Dakar and Diamniadio areas.

Implementation of UNIDO components began in July 2017. Technical discussions on coordination mechanisms were held with the World Bank, the GoS (Ministry of Environment and Sustainable Development and the Ministry of Housing and Renewal of the Living Environment) and national execution agencies, such as the Municipal Development Agency (ADM) and the National Upgrading Bureau (*Bureau de Mise à Niveau- BMN*). The arrangements and the work plan were validated by the Project Steering Committee and a technical coordination committee was set up which held two semi-annual meetings in 2017. The terms of reference for the implementation of activities in favour of companies in the field of renewable energy and waste management were validated and the procurement process with BMN was initiated. Around 100 companies were identified, of which 10 will be selected as pilots.

##### **Sound management of municipal waste**

Start-up activities commenced in the cities of Tivaouane and Ziguinchor as part of the GEF-funded project on sound management of municipal waste for the reduction of persistent organic pollutant (POP) emissions. A project management unit was established, local coordinators recruited and training modules developed. In June 2017, a funds mobilization workshop was held in Ziguinchor and a formal request for bilateral funds was introduced to partners such as the AfDB.

To support an assessment of the legal and institutional framework necessary for the management of hazardous and other waste, collaboration was initiated with the PNGD (*Programme National de Gestion des Déchets*) and a national legal consultant recruited.

### **Synergies with interventions of the Climate Technology Centre and Network (CTCN)<sup>4</sup>**

Key activities in 2017 include: implementation of two CTCN response plans for the development of clean technologies in industrial parks/zones and the promotion of energy efficiency in industry and services, respectively; organization of a restitution workshop for the implementation of the CTCN request; and the development and approval of a road map for upscaling.

During 2017, resource efficient and cleaner production (RECP) assessments were conducted, guidelines developed for the establishment of eco-industrial parks, and a roadmap elaborated for the deployment of co-trigeneration technologies in Senegal.

In addition, a proposal on the “Implementation of Eco-Industrial Parks Initiative for Sustainable Industrial Zones in Senegal” was formulated and submitted to the Green Climate Fund (GCF) and several awareness raising workshop were held on climate funding and access to GCF.

### **New projects under development**

UNIDO developed a project proposal to improve the environmental performance of selected agri-business value chains, in particular the rice value chain, and thereby reduce the ecological footprint of specific products. The project proposal for the “Greening of Agri-Business Value Chains” was submitted to several donors including the Governments of China, Japan and Switzerland, respectively.

As part of preparatory assistance for a new project on “Economic Empowerment of Women in Green Industry”, a workshop was held in June 2017 to better understand the challenges faced by the government in coordinating gender-responsive green industrial policies. UNIDO prepared a needs assessment report based on workshop recommendations and an analysis of existing national level policies and laws, including a mapping of business associations and women networks. The project has been endorsed by both counterpart ministries: the Ministry of Industry and Mining as well as the Ministry of Women Affairs.

As part of a regional GEF-funded initiative on environmentally sound management of POPs and sustainable electrical and electronic waste processing in selected countries of West Africa, UNIDO is developing a project on e-waste management in Senegal (PIF approved in 2016 at the technical level).

### **3.3.2. Business sector development**

#### **Small and medium-sized enterprise upgrading programme**

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<sup>4</sup> CTCN is the operational arm of the UNFCCC Technology Mechanism and is hosted by UNIDO and the United Nations Environment Programme.

Throughout 2017, UNIDO continued providing technical support to the Office of Enterprise Upgrading (BMN) to improve the effectiveness of services provided to SMEs and expand its scope to rural areas. ToRs were elaborated for impact assessment of the specific upgrading including UNIDO tools.

Based on this new approach, the BMN supported SMEs involved in the production and processing of cashew nuts and mango in the South, the production and processing of rice in the North, and banana plantation in the Southeast/Tamba. BMN started its intervention on the target of the agro-poles (South and North), the Diamniadio industrial park and the mining hub. Several meetings and sites visits were also organized with companies operating in the Sandiara industrial park and its promoter to familiarize them with services and opportunities offered by BMN.

In addition, several stakeholder consultations were conducted to formulate a programme on increasing SME competitiveness and business sector growth in the region of Kedougou. The project document was validated and discussions on funding possibilities are ongoing with partners.

### **Inclusive Development and Entrepreneurship for All**

As part of the Inclusive Development and Entrepreneurship for All (IDEA) project, UNIDO supported the identification of priority sectors for local economic development and, together with the national school of agriculture (*Ecole Nationale Supérieure d'Agriculture*), conducted fifteen value chain analyses in strategic sectors and supported the implementation of action plans in three, notably cereals, leather and dairy. 126 people were trained to facilitate local development in three departments of the Louga region. Four networks of facilitators were set up and are supported by the local government. Trainings were also delivered to staff of local development units (*Maisons du Développement Local*) within each regional department. The sectoral vision of the Chamber of Crafts was also improved through the development of a five-year (2017-2021) strategic plan for the development of the handicrafts sector in the Louga region.

A self-assessment workshop will take place at the end of the IDEA project in March 2018. Based on the recommendations of the latter, opportunities will be explored for UNIDO's involvement in the implementation of the fourth cooperation programme between the Grand Duchy of Luxembourg and Senegal, as well as the establishment of agro-poles, industrial parks and the mining hub. A scaling-up programme will be developed for consideration by the Grand Duchy of Luxembourg and other development partners.

#### **3.3.3. Trade facilitation**

Technical assistance and capacity-building services provided through the PCP helped to strengthen Senegal's national quality infrastructure. A new National Quality Policy was adopted by Presidential decree in 2017 and a costed Action Plan was developed and transmitted to the Ministry of Economy, Finance and Planning for formal request to donors. In addition, a food safety subsector national quality policy was developed and adopted for consideration in Senegal's national strategy for food safety. Training sessions were conducted on good laboratory practices in view of upgrading SPS standards to facilitate access to regional and international markets for artisanal fishermen. Organization of 100

business-to-business exchanges to facilitate artisanal fishermen access new international markets, in particular the EU.

### 3.3.4. South-South and triangular industrial cooperation

New collaborations were established between Senegal, Japan and UNIDO for the promotion of access to water using solar pumps. It consists on the creation of a financial platform to support financing of such pumps and capacity-building for local producers in the use and maintenance of the material. With the support of the UNIDO project in the area of Louga, required information/data was provided for the Japanese company TERAL to design water pumps adapted to local conditions for productive activities. UNIDO technical assistance is sought for the next phase of the JICA pilot project.

## 4. Monitoring and evaluation

In order to develop a harmonized PCP Senegal monitoring and evaluation (M&E) framework that synchronizes PCP and national-level indicators, UNIDO had technical consultations with the Operational Office of the PSE (BOS), the Bureau of Organization and Methods (*BOM - Bureau Organisation et Méthodes*) attached to the President of the Republic's Office, and the DGPPE of MoEFP. Based on this, a draft report was prepared.

A Joint Annual Review of the industrial sector – by the GoS and development partners – was held under the chairmanship of the Ministry of Industry and Mining. The performance of the industrial sector during 2016 and PCP achievements were discussed in view of the National Public Policies Joint Annual Review chaired by the President of the Republic. At the occasion, UNIDO's role of facilitator/catalyst was recognized and appreciated at the highest levels of the GoS and among the development partners.

An independent mid-term evaluation of PCP Senegal was carried out during September 2017.

## 5. Coordination

The National Steering Committee (NSC), the highest management and coordination mechanism for PCP Senegal, met twice over the course of 2017. It played a decisive role in achieving PCP Senegal milestones, particularly through: approving the Action Plan, including the budget, technical interventions and prospects for partnerships; supervising implementation according to the agreed Action Plan; and providing overall guidance for maximizing synergies with public development projects and partner operations.

The membership of the PCP NSC will be extended to development partners involved in the implementation of the industrial renewal agenda of the PSE executed through the PCP. With this development, a subgroup of Development Partners (G50) on industry will be established and will serve as the main partnership coordination mechanism within the framework of PCP Senegal (*see section 2.1. Partnership and resource mobilization*).

National Working Groups (NWGs) or Technical Coordination Committees of projects support the NSC and assure day-to-day operations related to the development and implementation of projects. For example, the NWG responsible for the development of agro-poles has met on a weekly basis since its inception in July 2016. NWG meetings for individual PCP components were held throughout 2017. Partnerships coordination is ongoing, under the leadership of the national task force/national steering committee, to ensure sustainable scaling-up of investment in selected priority areas. Increased mobilization of national partners, including private sector actors, to engage in relevant national working groups was noted over 2017.

### **UNIDO coordination mechanisms**

PCP Senegal is led by the UNIDO Representative and coordinated from the field. He is supported in this role by a UNIDO headquarters-based technical team and a UNIDO field-based technical team. Furthermore, the field-level coordination encompasses a PCP-SEN National Coordinator and national experts. With expectations of implementation of large-scale projects speeding up in 2018, a PCP Management Unit will be established and reinforced with the recruitment of additional staff.

## **6. Upcoming key activities**

Building on the momentum gathered over the previous two and half years, implementation of the PCP is expected to switch into high gear in 2018. UNIDO will continue to provide technical assistance and policy advice in focus areas of the PCP while also engaging in the national planning process of the next phase of the PSE (2019-2023) to ensure full alignment with the PCP. Partnership and resource mobilization will continue in 2018 with a focus on the setting up and operationalization of the development partner subgroup on industry.

UNIDO will build on the work carried out in 2016 and 2017 for the development of the LPSD and conduct an enhanced industrial analysis in view of supporting the Government of Senegal in developing a comprehensive long-term national industrial strategy and policy.

UNIDO will continue to support the finalization of the SEZ and incentive package reform by providing further support for the full operationalization of the governance framework of the SEZ. This will mainly consist in the elaboration and approval of all required specific texts such as standards models of contracts, agreements or implementing regulations, establishing an efficient organization as well as the capacity building/strengthening of the SEZ Administrator and the public-private joint committee to handle SEZ cases.

UNIDO will conduct the feasibility studies for the establishment of three agro-poles in the northern, central and southern regions of Senegal and work together with relevant partners including IFIs/DFIs, the central government, local communities and business sector actors in undertaking preparatory activities for the establishment of these agro-poles. In this context, the GoS, UNIDO and other partners will start looking into the possibility of organizing an international investment forum on agribusiness and agro-industries, once the feasibility studies are finalized.

UNIDO will conduct the prefeasibility studies for the planning and development of two new IIPs including identification of sites and selected sectors, and provide technical assistance for the development of the Sandiara local community-led industrial park located in the region of Thies. UNIDO will also support the Government of Senegal in preparing a roadmap and a business plan for the regional mining hub project, including developing an incentive package to attract investors.

In 2018, cross-cuttings activities will focus on the execution of ongoing projects including the two GEF 6 IAP initiatives on food security and sustainable cities, respectively; the scaling-up of the “Local Economic Development, Technical and Vocational Training and Employability” activities together with ILO in the context of the cooperation between the Grand Duchy of Luxemburg and Senegal and other partners in the overall framework of the PCP; South-South and triangular cooperation initiatives to be developed with Japan and China; the development of activities in the area of science, innovation and technology for industry; and the organization of a regional M&E workshop.

## Annex 1: Overview of ongoing PCP-SEN projects

Table 1: Ongoing projects

PCP COMPONENT	PROJECT SAP NUMBER	PROJECT NAME	PROJECT CONTRIBUTION AND OBJECTIVES	TOTAL BUDGET (USD)	DONOR	OVERALL PROGRESS (%)
INDUSTRIAL PARKS & SPECIAL ECONOMIC ZONE REFORM	140215	Assistance technique pour la mise en œuvre de plateformes industrielles intégrées	Assist the government of Senegal in the implementation of the industrial components of its ambitious national development plan, the Emerging Senegal Plan (PSE), which aims to develop 3 integrated industrial platforms (IIP) in the next 5 years with the aim to accelerate inclusive economic growth to generate new productive capacity and jobs, and hence to create opportunities to significantly reduce poverty in Senegal	3,200,000	People's Republic of China/GoS	8
ENVIRONNEMENT & ENERGY	150071	Agricultural Value Chains Resilience Support Project	Improve the resilience of rural communities facing the challenges of Climate Change (CC) and land degradation (LD), harming their livelihoods and subsequently their food security situation	3,649,725	GEF / GoS / Private Sector	7
ENVIRONNEMENT & ENERGY	150270	Sustainable Cities Management Initiative	Improve capacity to plan and implement sustainable city management practices, including climate resilience, in selected urban areas. The project features two components: One related to improving urban governance and better managing floods in Dakar and Saint-Louis (implemented by World Bank Senegal); the second component aims at improving livability in the new Diamniadio city with interventions for greening the production in the industrial park, integrating RE and EE systems in the energy supply mix, and for sustainably managing industrial waste.	3,278,899	GEF / GoS / Private Sector	6
PRIVATE SECTOR DEVELOPMENT	130316	Integrated Industrial Upgrading and Enterprise Development Approach	Integrate UNIDO and China Center for Economic Research (CCER) methodologies and tools, enabling both parties to learn from each other' experiences and help translate successful and applicable experiences in industrial development policies and practices of China to developing countries and economies in translation.	983,980	People's Republic of China/GoS	92
PRIVATE SECTOR DEVELOPMENT	120103	Insertion des Sortant de la Formation Professionnelle et Technique dans les Régions Nord et Centre du Sénégal (IDEA1)	Appuyer la mise en œuvre du volet insertion professionnelle des jeunes du Programme de Coopération Sénégal – Luxembourg par le renforcement technique des cellules d'appui à l'insertion pour l'exécution de leurs missions ; la mise en œuvre du dispositif d'insertion dans les régions où la coopération belge avait commencé une expérience pilote d'insertion ; le renforcement de la viabilité technique des entreprises des jeunes installées ; et le soutien de la fonction transit dans les centres de formation professionnelle	1,097,743	Grand-Duché of Luxembourg	97

PCP COMPONENT	PROJECT SAP NUMBER	PROJECT NAME	PROJECT CONTRIBUTION AND OBJECTIVES	TOTAL BUDGET (USD)	DONOR	OVERALL PROGRESS (%)
PRIVATE SECTOR DEVELOPMENT	120489	Promotion of local economic development in the Louga region (IDEA2)	Accompagner le gouvernement du Sénégal dans sa dynamique d'impulsion d'un virage économique de la décentralisation par la promotion d'un modèle de développement économique local basé à la fois sur l'implication des collectivités locales dans la promotion d'un secteur privé doté d'une véritable capacité d'autopromotion et sur la valorisation des richesses locales	715,126	Grand-Duché of Luxembourg	97
TRADE FACILITATION / QUALITY INFRASTRUCTURE	140203	West African Quality System # Support for the implementation of the ECOWAS quality policy	Support the implementation of the regional quality policy of ECOWAS aiming at establishing a framework for the development and operation of suitable, relevant, efficient and effective quality infrastructures to facilitate intra- regional and international trade, protect the consumer and the environment, and promote sustainable economic development"	13,103,073	EU	66
TRADE FACILITATION / QUALITY INFRASTRUCTURE	140046	Mise à niveau des normes SPS et de la chaîne de valeur pour faciliter l'accès aux marchés régionaux et internationaux aux pêcheurs artisans de l'Afrique de l'Ouest	Facilitation de l'accès aux différents marchés intérieurs, régionaux et internationaux des produits de la pêche artisanal en provenance de la Côte d'Ivoire, la Guinée, la Mauritanie et le Sénégal; ceci grâce à, d'une part, la mise en œuvre des normes SPS et autres bonnes pratiques productives dans toute la chaîne de valeur du secteur, et d'autre part à la promotion de l'innovation technologique et la recherche et la facilitation de partenariats d'entreprise, y compris la conception et l'application d'approches novatrices et reproductibles.	1,033,818	STDF	79
ENVIRONMENT	100114	Environmentally sound management of municipal and hazardous solid waste (PRODEMUD)	Reduce POPs releases from hazardous and municipal wastes by strengthening technical and institutional capacities of a group of private sectors which can sustain and replicate the best available technique and best environmental practice (BAT/BEP) demonstrated in the project within the context of the implementation of the National Implementation Plan (NIP) under the Stockholm Convention	2,000,000	GEF/GoS	41

ENVIRONMENT		Green technology deployment in industrial zones	Provide advice on appropriate technologies to reduce impacts on climate change and improve the environmental performance of industrial agglomerations, while boosting socio-economic development. The project is structured in two main activities, at firm	50,000	CTCN	97
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			level, assessing and identifying cleaner production measures for industries, and on the industrial park scale, detecting opportunities for industrial symbiosis and potential improvements of the environment performance.			
ENERGY		Development of energy efficiency projects in industry and services	Development of a co- and tri-generation technology roadmap discussing potential barriers and ways to overcome them, investment requirements and potential sources of financing, an implementation strategy, policy advice, capacity building needs and M&E tools. The overarching objective is to reduce greenhouse gas emissions, whilst increasing productivity, cost-competitiveness and reducing dependence from fuel imports	50,000	CTCN	98
ENVIRONMENT	130028	Low Carbon and Climate Resilient Industrial Development in Africa	Fostering low carbon and climate resilient industrial development by enabling governments to unlock and unleash the triple bottom line development potential of green industry for low carbon industry as contribution to sustainable development and poverty reduction in target countries, both nationally and regionally	1,947,882	Japan	90

**Table 2: Projects under development**

PCP COMPONENT	PROJECT SAP NUMBER	PROJECT NAME	PROJECT CONTRIBUTION AND OBJECTIVES	TOTAL BUDGET (USD)	DONOR	REMARKS
AGROPOLES		Feasibility studies for the establishment of competitive and integrated Agropoles	Elaboration d'études de faisabilité technico-économique et environnementale complète et le plan d'affaires associé pour la mise en place d'Agropoles intégrés et compétitifs au Sénégal. Les études regrouperont les aspects juridiques/réglementaires, administratifs, techniques, financiers, socio-environnementaux et de gestion de l'Agropole ainsi que son fonctionnement et inclura des évaluations de la demande du marché et de la conception préliminaire des infrastructures	3,500,000	GoS/AfDB/WB	Project document for Southern agropole's feasibility study submitted for approval
INDUSTRIAL POLICY		Industrial policy	Provide the Government of Senegal technical assistance to develop a more comprehensive medium long term industrial strategy and an industrial policy coherent with the growth objectives of the country.	2,000,000	GoS/AfDB	
MINING HUB & PRIVATE SECTOR DEVELOPMENT		Private sector & SME competitiveness development in the region of Kedougou	Maximizing the impact of the mining industry in the development of the KEDOUGOU region through the emergence of a competitive private sector. More specifically, the project aim to Increase the participation and competitiveness of companies in the supply chain of mining companies and to bring local businesses to create added value.	9,000,000	Private sector/GoS	Project documents approved
PRIVATE SECTOR DEVELOPMENT	150457	Cluster Development	Amélioration de la compétitivité des MPME et création d'emplois à travers la densification du tissu économique et l'intégration de chaînes de valeur régionales et internationales. Une attention particulière sera placée sur l'insertion des femmes et de la jeunesse dans ces activités productives formelles et au renforcement de leurs capacités techniques et entrepreneuriales.	8,000,000	Grand-Duché du Luxembourg/EU	Project document approved
PRIVATE SECTOR DEVELOPMENT		Economic empowerment of women in green industry	Establishment of a policy framework, which integrates gender-, and green industrial policies with the purpose to affect change and empower more women to take a leadership role in green industries as entrepreneurs or industry professionals	17,000,000	NORAD/EU	Global project. Project document approved

PCP COMPONENT	PROJECT SAP NUMBER	PROJECT NAME	PROJECT CONTRIBUTION AND OBJECTIVES	TOTAL BUDGET (USD)	DONOR	REMARKS
ENVIRONMENT		E-waste management	Environmentally sound management of POPs and sustainable electrical and electronic waste processing in selected countries in West Africa	7,500,000	GEF / GoS	Regional Project. PIF approved at the technical level
ENVIRONMENT		Mise en œuvre de l'initiative des Parcs Éco-industriels pour les zones industrielles au Sénégal	Cette proposition au Fond Vert Climat (FVC), complète deux interventions du CTCN en cours au Sénégal: (1) L'élaboration d'une feuille de route sur la technologie de l'énergie CCP / CCCP <sup>5</sup> (2) Les évaluations du Production Efficace et Plus Propre (RECP) et l'élaboration de lignes directrices pour le développement des parcs éco-industriels demandés par le pays <sup>6</sup> . Elle mettra particulièrement l'accent sur la création de la symbiose industrielle dans les parcs industriels existants, apportant de nouvelles technologies afin d'accroître la productivité et la compétitivité et, par conséquent, attirer l'investissement étranger	350,000	GCF / CTCN / GoS	Proposal endorsed at the country level and submitted to GCF
SCIENCE, INNOVATION AND TECHNOLOGY		Establishment of a National Innovation System in Senegal	Developing and enhancing national innovative capacity, boosting productivity and effectively monitoring, measuring, evaluating and managing the national economic landscape for the creation of the correct incentives and disincentives		AFD/GoS	Fact findings mission fielded in October 2017
SOUTH-SOUTH & TRIANGULAR COOPERATION	150391	Development of the rice value chain in Northern region of Senegal	Improving the performance of the rice value chain by addressing practices along the value chain that lead to a deterioration of the quality and regular supply of the final product, barriers for women involvement in the value chain, identifying partners through South-South and Triangular industrial Cooperation (SSTIC) that can contribute to its development and optimize its environmental sustainability	4,200,000	CADFund	

<sup>5</sup> <https://www.ctc-n.org/technical-assistance/projects/development-energy-efficiency-projects-industries-and-services>

<sup>6</sup> <https://www.ctc-n.org/technical-assistance/projects/green-technology-deployment-industrial-zones>